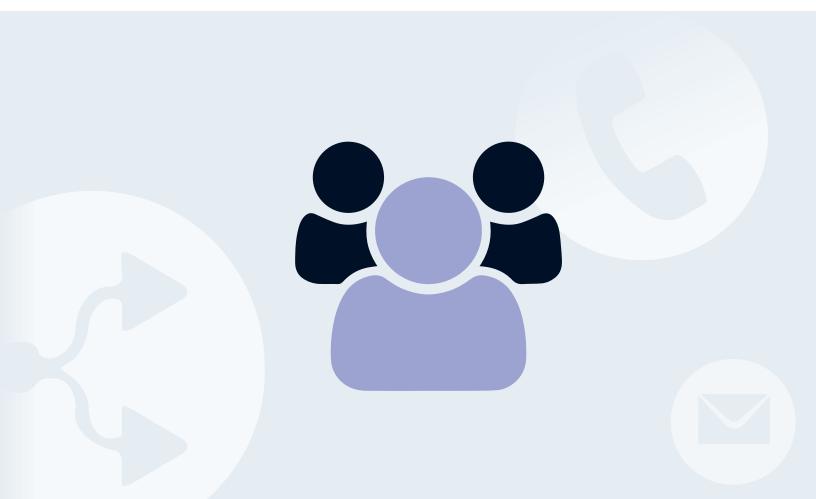**Engage**Process

People driven **change** in a non-visual organisation

Visionpaper

People-driven change in a non-visual organisation

We all want people-driven change, don't we?

People-driven change has some undeniable benefits over top-down pushes for change. By encouraging the review of processes to start with primary services, you can promote agility within your organisation that avoids resistance and drives demonstrable change.

But before going into the benefits, it is important to understand what defines a non-visual organisation and why it matters.

What is a non-visual organisation?

A non-visual organisation is an organisation in which the primary processes are not automatically visible. By comparison, visual organisations may include processes such as production, packaging, or transportation, all of which you can physically see and experience. With visual processes, you are able to "stand" in it, studying the effectiveness and observing issues. This makes the process of identifying and resolving issues more straight forward.

In more administrative organisations, such as local government, many of the primary processes are hidden. Primary services are usually run through desk work and computer software that enables the execution of work processes, without the need for an understanding of the details behind it. Often, this means that all essential steps in the process are non-visual, making it difficult to account for relevant exceptions.

One example of these challenges became clear during one of our professional workshops for a UK council.

Before starting, one of the participants asked what the purpose of the workshop was, since process maps had already been made four times in the 10 years she had worked as an employee in the social department. After one hour of participation in the workshop, she stood up and shared with the team: "this is the first time I truly understand our process".

Why does it matter?

If people can't see their own process or value chain and understand how their piece affects the process as a whole, how can you create ownership and drive change from within?

The benefits of people-driven change

People-driven change executed by motivated teams can have several benefits. Some of the most important are:

1. When change is driven by the operating teams themselves, you will have less resistance (or none at all!). People are generally more enthusiastic and committed to projects in which they have input and ownership. The teams will be keen to prove that their ideas work, and encouraged to speak up with creative solutions as new challenges arise. Changes that are initiated from the "top" oftentimes face resistance, with questions surrounding time and resources. There can be a disconnect when suggestions are made by those who are less operational, but whose impact will affect the service level.
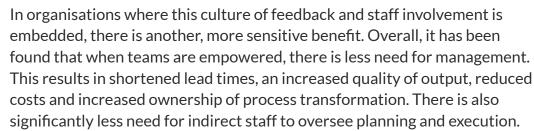
2. Changes from within often have a better fit with the primary processes. Staff at the operational, service levels know from experience where the relevant exceptions in a process are, so naturally they can suggest and more easily implement the required changes. As a result, the change will be more inclusive and address both standard and exceptional ways of working.

3. The complete PDCA cycle (Plan, Do, Check, Act) leads to continuous improvement. When teams are accustomed to taking ownership and being empowered to improve a process, they can respond more quickly to changes and inherently understand how new ideas will fit into the overall process. If larger ideas don't immediately lead to successful outcomes, internal teams will be able to make adjustments and manage alternatives. However, when initiated from the top-down, the process of testing and reporting can take more time, and typically increases the strain on resource and overall cost of process management.

4. When staff feel valued and see their input creating impact, job satisfaction will increase. Not only does this increase morale, but helps to lower costs associated with new hires and onboarding by reducing employee turnover.

5. In organisations where this culture of feedback and staff involvement is embedded, there is another, more sensitive benefit. Overall, it has been found that when teams are empowered, there is less need for management. This results in shortened lead times, an increased quality of output, reduced costs and increased ownership of process transformation. There is also significantly less need for indirect staff to oversee planning and execution.

How to get people-driven change in a non-visual organisation

One of the most important aspects of creating people-driven change is the creation of cross-functional teams that are supported in exploring their processes. These teams should be well-rounded, including someone from Service, Accounting, HR, IT and any other department that works on the specific process being managed.

With the right stakeholders involved, "exploration" of the primary process is needed.

This will require and method and tools that allow you to:

Visualise the process, bringing together the input of the cross-functional teams that carry them out daily.

Explore, review, study and change processes where needed. The visualisation of the process should be explored in enough detail that it is fully understood, and the solution is agreed upon by all parties.

Use data. Analysing the information available to assess measures such as frequency, duration, number of steps involved, costs and systems used will allow your team to make informed decisions – based on experience, and backed by data.

Act promptly. At the end of the workshop the team should commit to and start executing the work as quickly as possible. What must be changed to make that happen?

Keep team members connected. After discussing process improvements, the team should be able to take a copy of the discussions and outcomes. This will aid them in remaining connected to the cause through visual processes.

Deal with continuous feedback and reviews. From their own workstation, team members should be able to "raise their hand" and submit new ideas.

Keep the change going. After two to four weeks the team should get back together again and review the process and changes that were proposed. What worked? What didn't? New ideas?

Our mission: **Seeing is believing!**

Easily map and analyse your processes to drive improvements across the organisation.

Have a project you're working on? Trial our platform for free to see how visual representation and management of processes can positively impact your teams

About Engage Process

Engage Process offers an easy, highly effective way of mapping and analysing processes to drive improvements across your organisation. Designed to get your team involved in exploring, documenting and improving your processes. Engage Process is 100% SaaS, so you can be up and running in just one day.

It empowers staff to discuss, evaluate and improve processes together. Putting the employee first makes Engage Process a true "human centric" solution. This means proactively exploring and reimagining processes in real time, by the people who are actively working with these processes day-to-day. Processes create the foundation for management programmes such as cost savings, compliance, service (re)design, and digital transformation.

Over 300 organisations in the UK, Europe and North America use Engage Process on a daily basis. These include City of Edinburgh Council, Sedgemoor District Council and Cheltenham Borough Council.

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